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Executive Order 13526  
67-2250

Ref: TCS 5665-67

1 May 1967

MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT : Collection Guidance Staff

1. Pursuant to your request, I am attaching some marginal notes which I had made on the DD/I paper of 24 April regarding the functions of the Collection Guidance Staff. I also have a general comment on the draft statement on the Collection Guidance Advisory Group. I don't know how helpful these will be since I find myself rather discouraged about this whole subject.

2. After listening to J. J. Hitchcock today, my impression is much stronger that the Collection Guidance Staff of today does not know what it is or what it is supposed to do. Its procedures are ad hoc and, in short, they are flying by the seat of their pants.

3. In drafting your paper, I have the following suggestions:

a. First, let's decide whether CGS, or whatever we are going to call it, is a DD/I staff, a CIA staff, or a USIB staff. I have been thinking in terms of a CIA staff. If it is to be a USIB staff, then it would seem to me that its membership should be drawn from the USIB membership rather than from CIA alone.

b. Second, I am impressed by the lack of any senior, responsible points of contact within or without the Agency that CGS looks to either from which they receive requirements or to which they transmit requirements. To expect this staff to deal with literally hundreds of individual analysts seems absolutely hopeless to me. There must be someone who can speak for the DD/I, DD/S&T, et al with authority.

c. Third, CGS seems to have taken on a whole host of incidental chores which at best are peripheral to requirements. I think it is infeasible to assemble in a single

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Collection Guidance Staff the expertise to do all of the things which J. J. Hitchcock says his Staff is now trying to do. I think instead the role of this Staff should be to ensure that requirements are validated and that collection is evaluated rather than to attempt to do these things themselves. I believe it most unwise for CGS to try to develop a Systematic Analysis Staff.

d. In sum, I think there is a place for such a Staff, but we should decide what we want it to be and what we want it to do. The objective to keep foremost in mind, it seems to me, is the bringing of the collectors and producers as close together as possible. I believe this Staff could be much smaller than it is and do a much more effective job. When its charter is determined, the DD/I should understand that he is not to saddle it with numerous incidental chores which are not properly a part of its functions.

*lsc* L. K. White

L. K. White  
Executive Director-Comptroller

Attachment

Marginal comments

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Marginal Comments

Collection Guidance Staff

Paragraph

A. 1. (c) To assist is okay, but this should be a primary function of the production offices.

A. 1. (d) The principle is okay, but this should be kept fairly simple. We shouldn't go overboard with registries, inventories, and other records.

I also note that the thrust of this paragraph is to assist the production components whereas I think they should assist the collectors as well.

B. 2. (b) I think CGS should not attempt to do systematic analysis and cost effectiveness studies.

B. 2. (f) It is all right to assist, but this is a primary function of the producers.

C. 3. (a) Why can't the producers do this?

C. 3. (b) Why can't the SIGINT Committee do this?

C. 3. (c) Is this a USIB staff or a CIA staff?

C. 3. (d) This seems to be a function of the producers of intelligence.

C. 3. (e) The same.

C. 3. (f) The same.

D. 4. Can this be done better by CGS than by NPIC?

D. 4. (a) I don't understand "referenced reporting."

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Paragraph

D. 4. (b) Doesn't this duplicate COMIREX?

D. 4. (c) Can't NPIC do this?

D. 4. (d) Why doesn't the SIGINT Committee do this?

D. 5. I question the propriety of either of these functions in the Collection Guidance Staff.

Collection Guidance Advisory Group

This paper is beamed at the producers of intelligence and ignores completely the collectors, which I think is wrong. Again, one of the primary functions of the Collection Guidance Staff should be to bring the producers and collectors together, eliminate as much of the written communication as possible, etc. I would make this a smaller group with, say, DD/I and DD/S&T each having one member who is a producer and one member who is a collector. DD/P should also have one member, probably from the FI Staff.

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